



J. TYLER McCAULEY
AUDITOR-CONTROLLER

**COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER**

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TO: Mayor Michael D. Antonovich
Supervisor Gloria Molina
Supervisor Yvonne B. Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

FROM: J. Tyler McCauley 
Auditor-Controller

SUBJECT: **PROBATION DEPARTMENT MANAGEMENT AUDIT TECHNICAL
SUPPORT (Board Meeting 12/6/05, Item # 62 A)**

At the meeting of December 6, 2005, your Board directed the Auditor-Controller to develop a plan to assist the Probation Department (Department of Probation) to implement the recommendations contained in the management and program audits conducted by Thompson, Cobb, Bazillio and Associates (TCBA) and the Child Welfare League of America (CWLA), respectively. This memorandum provides information on the progress of the work to date in this area.

Background

On September 28, 2004, the Board directed the Auditor-Controller to initiate a management and program audit of Probation. TCBA was selected to perform the management audit which focused on six areas: strategic planning, linking strategies to operations, organization structure and leadership, automated systems and technology, personnel management, and other audit areas that came to their attention. CWLA was selected to perform an audit of Probation's programs to determine the efficiency and effectiveness of Probation's programs.

On December 6, 2005, TCBA and CWLA issued their audit reports which collectively contained 100 recommendations. Many of the recommendations related to improving the Department's organizational management and leadership, use of technology and

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personnel management. The recommendations also related to improving the Department's service delivery, performance measures, and client outcomes.

Over the last 30 days, managers from Probation, the Chief Administrative Office (CAO), and my Department have met to develop an effective approach using consultants to assist Probation to implement the recommendations contained in the TCBA and CWLA reports. We have also contacted a few management consulting firms and individuals working for other public entities to identify the resources that are available to assist us on this project.

Proposed Plan

Based on our discussions with Probation and the CAO and with the subject matter experts, we plan to hire a project manager with experience assisting public entities to resolve management and programmatic issues similar to the issues noted in the TCBA and CWLA reports. The project manager will work with Probation and my department to assemble a team of consultants that will work directly with Probation managers and staff.

We are in the process of preparing a request for proposal identifying the specific job duties and responsibilities of the project manager, the outcomes that the project manager will be required to deliver, etc. We will solicit work plans, along with their proposed cost, from a number of consulting firms and individuals that possess the required qualifications. We plan to review the work plans and select a project manager by the end of March 2006.

In addition, based on our discussions with individuals in other public entities, we identified several opportunities that are immediately available to Probation to improve their recruitment and job training functions. We plan to work with Probation management over the next few weeks to explore incorporating these opportunities.

Unless otherwise directed, we plan to issue semi-annual reports to your Board on Probation's progress to effectively implement the TCBA's and CWLA's recommendations. Please call me if you have any questions or your staff may contact Don Chadwick at (626) 293-1102.

JTM: MO:DC

c: David E. Janssen, Chief Administrative Officer
Paul Higa, Director, Probation Department
Violet Varona-Lukens, Executive Officer
Public Information
Audit Committee
Justice Committee